



U.S. General Services Administration

Public Buildings Service  
1800 F Street, NW  
Washington, DC 20405  
www.gsa.gov

“Providing superior workplaces for the federal worker at best value to the American taxpayer.”

F. Joseph Moravic  
Commissioner  
GSA Public Buildings Service

Balanced Scorecard: Kaplan & Norton 1996  
People Place Process: Frank Duffy 1996  
Process Chart: HOK Advance Strategies and GSA  
Photographers: H. Mark Weidman, Don Pearce, Hoachlader Davis Photography  
Brochure: M.J.Rose Associates and Loren Associates, 2003





Performance based real estate:

## It's time to **work smarter**

The past few decades have brought phenomenal amounts of change that impacted the economy, organizational management and structure, and work process and information systems. These evolving realities—as well as rising performance expectations, resource constraints and human capital challenges—have demanded changes in the way we think and work. ★ **We have learned that the physical workplace environment contributes to productivity and creativity.** Workplaces can improve the way people work if there is first an understanding about what, how, and why work gets done and second, a design that incorporates what we know about facilitating work in the workplace. Today the workforce is filled with knowledge workers who share information and need to interact in order to perform successfully.



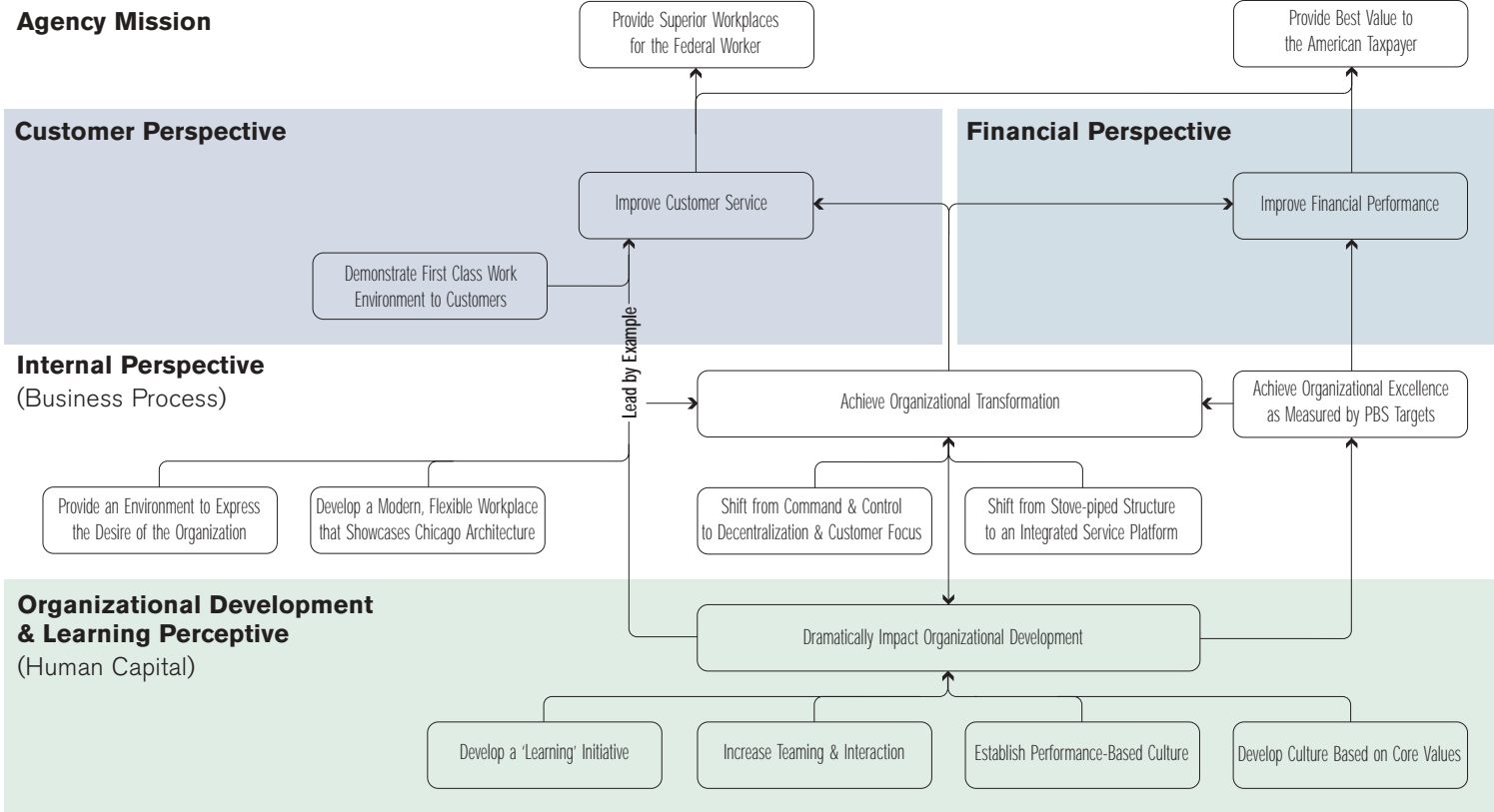
### **A strategic workplace accelerates solutions**

Thinking about the workplace as a strategic organizational tool requires a shift in how we view the workplace itself. In the traditional view, the workplace is looked at as a physical container for work. The design of the traditional workplace is influenced by the considerations of cost and organizational culture. A strategic approach to the workplace goes further. It embraces the underlying mission of the agency and promotes integrated decision-making as it relates to resources and work processes in the workplace. *A strategic approach links the workplace to the business.*





## WorkPlace20•20 Strategy Map



### Cutting edge that benefits all stakeholders

WorkPlace 20•20 is a new process developed by the U.S. General Services Administration (GSA) to help create workplaces that will support the strategic and organizational objectives of government agencies. The WorkPlace 20•20 process starts before, and goes beyond, traditional space design efforts by establishing a strategic business focus for the workplace. Project stakeholders are encouraged to actively communicate and directly contribute to the goals and direction of their organization. Research is employed at the outset of a project to identify needs and later to measure the results of the WorkPlace 20•20 process and its impact on the client organization. The research measures the results to document the degree of added value to their real estate investment and the lessons learned in this cyclical process—a customer driven process that adds value to real estate.

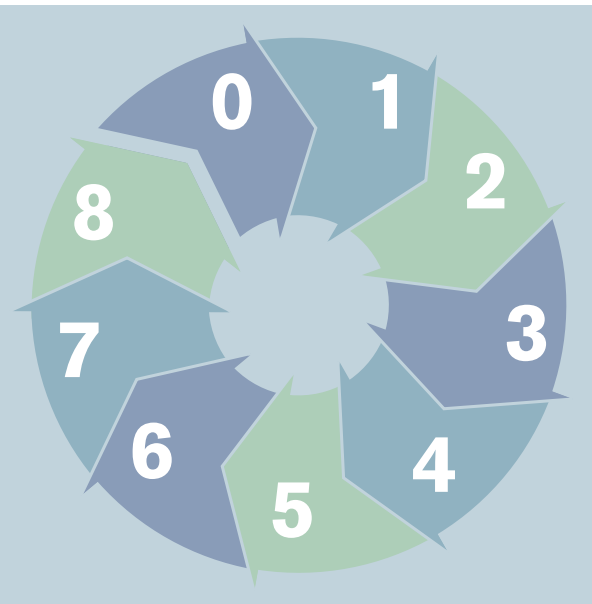


**Monitor Support System**  
provides technology management while freeing work surfaces of valuable space.

### The intersection of people, process and place

The WorkPlace 20•20 process studies and analyzes an organization by studying and analyzing its business mission and goals. The focus on research, strategy, decision support, and measurement are central to integrating People, Process and Place. As a result, WorkPlace 20•20 fosters solutions, which create healthy, flexible environments that enhance user satisfaction, improve individual productivity and organization performance, reduce lifecycle costs, and help attract and retain key staff.

## WorkPlace20•20 Project Process



<b>0 Exploration</b>
Preliminary Customer Research • Project Context Development
<b>1 Engagement</b>
Customer Vision Session • Value Proposition • Balanced Scorecard Definition • Identify key issues and drivers
<b>2 Diagnostics</b>
Define needs • Evaluate existing situation • Understand nature of work • Determine resources
<b>3 Concept Development</b>
Factor variables and uncertainties • Develop organizational alternatives
<b>4 Scenario Development &amp; Refinement</b>
Compare and contrast scenarios • Refine and/or eliminate strategies
<b>5 Scenario Evaluation &amp; Selection</b>
Choose most effective strategies using Balanced Scorecard • Define final scenario and requirements
<b>6 Document &amp; Design Translation</b>
Requirements translated into design concepts and project plan
<b>7 Project Implementation</b>
Design •Construction • Commissioning •Training
<b>8 Measurement</b>
Post-Occupancy Evaluation(s) • Lessons Learned •Research



### WorkPlace 20•20 is now improving many government agencies

Since the inception of WorkPlace 20•20 over two dozen government agencies are exploring and discovering the benefits of the WorkPlace 20•20 upfront analysis process. Some are now in the process of reconfiguring and creating new workspaces that support these discoveries. From the pre-mobilization period to the final stages of implementation and evolution, the WorkPlace 20•20 difference is becoming evident in government agencies from Washington DC to Atlanta, Georgia to Chicago, Illinois to Des Moines, Iowa. In all instances, the focus has been on a workplace's strategic mission as the driver for new thinking. The benefits of WorkPlace 20•20 can be summed up with the vision that launched it—"WorkPlace 20•20 begins and ends with an organization's performance." (Kevin Kampschroer, Director, Research & WorkPlace 20•20)

## Balanced Scorecard

WorkPalce 20•20 employs a customized matrix to establish priorities, categorize value and measure results.

Quadrant	Business Driver/ Challenge	Desired Behavioral or Process Change	Value of the Change	Space- Related Strategy	Organizational Measure	Research Measure
Financial						
Customer						
Human Capital						
Business Processes (Actual FAA Example)	Shift from "Rule-Based" organization (regulatory) to a Performance-Based organization (business-like).	Increased communication and information sharing, re. Safety & Security across sectors and across systems.	Achieve horizontal integration and knowledge sharing to increase efficiency, gain advantage of shared problem solving, improved service to customer.	Design space to promote cross sector and cross system communication.	Policy and/or Product Delivery: 1) Quality 2) Budget 3) Time 4) Satisfaction	Social Network Analysis; CBE survey questions; Behavioral Observation, Analysis of e-mail activity.



"The 20•20 process has resulted in a workplace that is improved by numerous new work areas that promote professionalism and collaboration. We are proud of our reception area, and are enjoying our "village green" for smaller meetings, "the connection" where we collaborate over coffee and several "dens" which are rooms for conference call and private conversations."

Kathy Reddick  
Team Leader, Real Estate Branch  
Public Buildings Service  
GSA Northwest/Arctic Region

"The 20•20 process has supported our organization's ability to communicate horizontally, vertically and at all levels. We have explored and addressed issues that go beyond space considerations. We've improved productivity."

Ann Marie Sadler  
Manager  
Federal Aviation Administration  
Washington Headquarters

"The workplace 20•20 process has us thinking differently about our workplace. As a result of examining the important roles of each associate, we have succeeded in creating a workplace that is strategic and proactive."

Madeline Caliendo  
Associate Administrator  
GSA Office of Civil Rights